

2012

Orientation, Evaluation and Assessment Guidebook for the Board of Directors of JDRF San Diego

JDRF San Diego Chapter

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**Orientation, Evaluation and Assessment Guidebook
for the Board of Directors of JDRF San Diego**

Table of Contents

JDRF Board Governance – An Overview	3
Introduction	4
Advance Preparation	5
Board Orientation Meeting.....	6
Follow-Up.....	8
Assessment and Evaluation Processes.....	10
Appendices.....	12
Appendix A: JDRF Board of Directors Board Binder Contents.....	12
Appendix B: JDRF Board of Directors Orientation Presentation Outline.....	14
Appendix C: JDRF Board of Directors Job Description.....	18
Appendix D: JDRF Board of Directors Roles and Responsibilities Agreement Form.....	21
Appendix E: JDRF Board of Directors Leadership Competency Framework.....	22
Appendix F: JDRF Board of Directors Board Orientation Participant Evaluation Form.....	24
Appendix G: JDRF Board of Directors Self-Evaluation Letter.....	25
Appendix H: JDRF Board of Directors Self-Evaluation	26
Appendix I: JDRF Board of Directors Board Assessment Letter	30
Appendix J: JDRF Board of Directors Board Assessment Survey.....	33
Appendix K: JDRF Board of Directors Year-Round Approach to Board Development.....	46
References	48

Orientation of New Board Members

JDRF Board Governance – An Overview¹

Board governance is a process of providing leadership, direction and accountability. Active governance is imperative to the success of the JDRF San Diego Chapter. To be an effective governing Board, members are expected to provide strategic leadership by setting direction, making policy decisions, overseeing and monitoring organizational performance, and above all accountability for JDRF San Diego.

Members of the San Diego Chapter Board have three fundamental duties including: Duty of Care; Duty of Loyalty; and Duty of Obedience.

Duty of Care²

The duty of care requires members of the JDRF San Diego Board of Directors to apprise themselves of all available information before taking appropriate action. Board members should strive to exercise judgment that prudent persons would exhibit in making informed decisions in the best interest of JDRF. In addition, board members should actively participate in board meetings where important decisions are to be made.

JDRF is the leader of the type 1 diabetes (T1D) community — unifying global efforts to cure, treat, and prevent T1D. Through a transformative vision, breakthrough innovations, and effective operations, JDRF is working to remove the impact of T1D from people's lives until we achieve a world without T1D.

Duty of Loyalty

The duty of loyalty requires members of the JDRF San Diego Board of Directors to act in good faith and work in a manner that is in the best interest of JDRF, not the member personally. Board members should disclose situations which may present potential conflict with JDRF's mission. Also, board members should remove themselves from situations when they as individuals have a conflict of interest.

Duty of Obedience

The duty of obedience requires members of JDRF San Diego Board of Directors to be dedicated to the mission, goals and purposes of JDRF. Board members should comply with federal and state laws, rules, and regulations, as well as JDRF's bylaws and policies.

¹ Portions of this section were adapted from An Overview of Nonprofit Governance. (Renz, 2004).

² Portions of this section were adapted from The Kaleidoscope of Governance. (Shear, 2012).

Introduction

The San Diego Chapter Board shall conduct a Board Orientation meeting with new members following their appointment to the board.³ It is imperative that board members understand what their roles and expectations are in order for them to be effective in the organization. The clarity of the boards' responsibilities will allow them to understand what they have signed on to do and will assist in properly evaluating and assessing them on a yearly basis.

The Nominating Committee should include the roles and expectations in the recruitment packet given to prospective board members as well as define the boards' responsibilities during the informational interviews with candidates. Additionally, the board roles and expectations should be thoroughly reviewed during the Board Orientation meeting.

A proper welcoming and training of new members to the JDRF Board will help them to⁴:

- Take on their new roles as board members both quickly and comfortably
- Feel more connected to one another and to JDRF
- Better understand their role on the Board, why they were asked to join, and what is expected of them
- Understand the JDRF vision, mission and goals
- Feel more motivated to do a better job

There should be three major steps when welcoming and training new members of the JDRF San Diego Board of Directors. The three sections include: advance preparation, the Board Orientation meeting itself, and follow-up.⁵



³ Adapted from JDRF Core Standards For Chapter Boards.

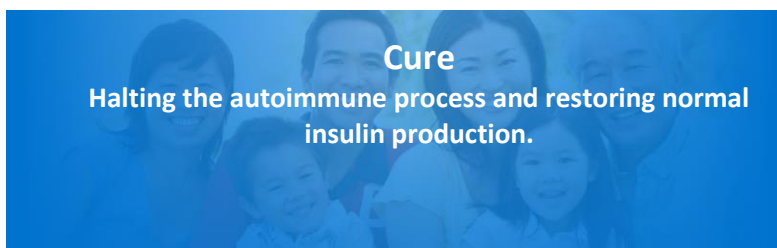
⁴ Welcoming and Training New Members to a Board of Directors. (Nagy & Rabinowitz, 2012). Retrieved from <http://ctb.ku.edu>.

⁵ Welcoming and Training New Members to a Board of Directors. (Nagy & Rabinowitz, 2012). Retrieved from <http://ctb.ku.edu>.

Advance Preparation

Attendees

- New board members
- Executive Committee
- Nominating Committee
- Executive Director
- Regional staff, if available
(Vice President of the West Division, Regional Director, and Regional Manager)
- Incumbent board members should be encouraged to attend the Board Orientation meeting and “social hour” to help inform and welcome new members.



Note: The chapter staff will not attend the Board Orientation meeting or “social hour.” There will be another opportunity for new Board members to meet Staff.

Facilitators

The role of the facilitator will be shared by the Executive Director and the President of the board. Chapters are encouraged to engage their regional support team (Vice President of the West Division, Regional Director, and Regional Manager) in the preparation and delivery of Board Orientation meetings. The regional representative can help deliver the national “big picture” and be a resource for information on other chapters and programs around the country.⁶

Timing

Once the Annual Meeting is held, a Board Orientation meeting must be scheduled with the new members of the San Diego Board of Directors. The Board Orientation meeting should be held within two months (July or August) of the election of new board members. The standard election time is during the San Diego Chapter’s Annual Meeting and terms of office begin on July 1.⁷

The Board Orientation meeting should be held at a time that best suits your board.

⁶ Adapted from JDRF Board Orientation Briefing Paper 2008.

⁷ Adapted from JDRF Core Standards For Chapter Boards.

Material

Send out pertinent information to new board members at least one month before the Board Orientation meeting. This will enable them to sift through the information at their leisure and prepare for the upcoming meeting.⁸

The Nominating Committee should work directly with the Executive Director to create and distribute the materials for the Board Orientation meeting.

All attendees should receive⁹:

- Phone, email, or mail invitation to the Board Orientation meeting including logistical information at least one month in advance
- Phone, email, or mail reminder invitation at least one week in advance
- JDRF Board Binder or Board Binder CD (For the list of materials, see Appendix A)
- Articles that have been written about JDRF national and the San Diego chapter
- Materials developed about JDRF San Diego and its programs (Fundraising and Outreach brochures)
- Minutes of previous board meetings



Treat
Optimize blood sugar control and prevent or treat
T1D complications.

Board Orientation Meeting

The goal of an annual Board Orientation meeting is to provide new and current

board members with the information and resources they need to be productive. The Board Orientation should provide basic information about diabetes and the structure and mission of JDRF. The duties and responsibilities of board members should be reviewed and the separate roles, duties, and responsibilities of staff and volunteers should be clarified. Successful board members will have a solid understanding of the organization and their expected role.¹⁰

In order for the board to develop short-range and long-range goals, each member needs to understand JDRF's history and that of the San Diego chapter. The strengths and challenges that have helped the organization grow should also be discussed. In addition, every member of the board needs to understand how their chapter fits into the overall international organization.¹¹

⁸ Welcoming and Training New Members to a Board of Directors. (Nagy & Rabinowitz, 2012). Retrieved from <http://ctb.ku.edu>.

⁹ Welcoming and Training New Members to a Board of Directors. (Nagy & Rabinowitz, 2012). Retrieved from <http://ctb.ku.edu>.

¹⁰ Adapted from JDRF Board Orientation Briefing Paper 2008.

¹¹ Adapted from JDRF Board Orientation Briefing Paper 2008.

Orientation Session

The Orientation Session should include:

- The Board Orientation PowerPoint Presentation (See Appendix B for an outline of the presentation)
- Review the JDRF San Diego Board of Directors Job Description (See Appendix C)
- Review the roles and responsibilities of the board and staff, including time commitments (See Appendix D)
- Review the JDRF San Diego Board of Directors Leadership Competency Framework (See Appendix E)
- Review the year-end financial reports of the San Diego Chapter
- Discuss fundraising goals for JDRF national and the San Diego chapter
- Discuss the ground rules about how the board conducts its meetings and other rules new members would like to use¹²
- View one of JDRF's videos featuring a local family and JDRF-funded researcher
- Ask new members to sign the JDRF San Diego Board of Directors – Roles and Responsibilities Agreement Form (see Appendix D)
- Ensure adequate time for questions and answers

Social Hour

Consider holding a “social hour” either before or after the Board Orientation meeting itself to let people have a chance to get to know one another. This can be an informal gathering at a local restaurant near the meeting location.¹³

Mentors

Incumbent members should be encouraged to attend the Board Orientation meeting to help inform and welcome new members. Since the orientation is also a team building session, it is suggested to establish a “mentor system,” pairing returning board members with new members to ensure that newcomers are personally welcomed and have someone to call when specific questions arise. This process also helps “mentor board” members gain a greater sense of their responsibilities and influence.¹⁴



¹² Welcoming and Training New Members to a Board of Directors. (Nagy & Rabinowitz, 2012). Retrieved from <http://ctb.ku.edu>.

¹³ Welcoming and Training New Members to a Board of Directors. (Nagy & Rabinowitz, 2012). Retrieved from <http://ctb.ku.edu>.

Training for Those Who Cannot Attend

If a board member cannot attend the orientation, it is still critical that they be oriented about JDRF's goals and expectations of them as a board member. This information enables them to serve JDRF successfully. The Nominating Committee should hold a second mini-orientation for non-attendees prior to the next scheduled board meeting, or meet with these board members one-on-one.¹⁵

Follow-Up

Phone Call

For new members, the Nominating Committee should follow up with a phone call the week following the Board Orientation meeting. This will give the Nominating Committee member a chance to see how things went for the new board member and answer any remaining questions. This will also provide an opportunity for the Nominating Committee member to get a commitment from the new member about what committee he/she has decided to join. Remember that all board members must serve on at least one committee.¹⁶

Evaluation Form

After the Board Orientation meeting, the Nominating Committee is responsible for sending all attendees the Participant Evaluation Form (See Appendix F for the Evaluation Form and link to the Google online Evaluation Form) asking for their opinions of how they thought the orientation meeting went. This should go out promptly. Sending the evaluation form to them after the meeting will give them time to reflect on what happened at the meeting.¹⁷



¹⁴ Adapted from JDRF Board Orientation Briefing Paper 2008.

¹⁵ Adapted from JDRF Board Orientation Briefing Paper 2008.

¹⁶ Welcoming and Training New Members to a Board of Directors. (Nagy & Rabinowitz, 2012). Retrieved from <http://ctb.ku.edu>.

¹⁷ Welcoming and Training New Members to a Board of Directors. (Nagy & Rabinowitz, 2012). Retrieved from <http://ctb.ku.edu>.

Roles and Responsibilities Agreement Form

The JDRF San Diego Board of Directors Roles and Responsibilities Agreement Form (See Appendix D) should be provided to all board members at the start of the fiscal year via email by the Nominating Committee. New Board members will receive the form in the Board Binder/Board Binder CD upon the Board Orientation meeting.

Note: The Conflict of Interest and the Code of Ethics forms should also be provided to the all board members at the start of the fiscal year.

It should be the responsibility of the Nominating Committee to obtain the signed Roles and Responsibilities Agreement, Conflict of Interest and Code of Ethics forms from all board members by the first board meeting of the fiscal year.

Ongoing Education

Education of board members should be ongoing throughout the year. Try to include an educational component at every board meeting. Education on research and JDRF policies will help your board stay focused on JDRF's goal.

The Executive Director working with the board President should schedule two to four separate education sessions in addition to adding education components into board meetings.

Ideas for ongoing education might include¹⁸:

- Showing JDRF videos and Public Survey Announcements
- Research updates presented by San Diego Scientists
- Distributing new research information
- Distributing occasional JDRF papers (such as the Research Updates)
- Distributing information on national programs
- Generic tip sheets on board development can be sent to members¹⁹
- Develop an interactive website exclusively for board members²⁰

¹⁸ Adapted from JDRF Board Orientation Briefing Paper 2008.

¹⁹ Welcoming and Training New Members to a Board of Directors. (Nagy & Rabinowitz, 2012). Retrieved from <http://ctb.ku.edu>.

²⁰ Welcoming and Training New Members to a Board of Directors. (Nagy & Rabinowitz, 2012). Retrieved from <http://ctb.ku.edu>.

Assessment and Evaluation Processes

The goal of the San Diego Chapter Nominating Committee is to identify, cultivate, recruit and maintain persons who will provide a balanced mix of strengths and talents to drive the San Diego Chapter toward its maximum fundraising potential. Through the assessment and evaluation process, the Nominating Committee will be able to maintain a focus on the ongoing development of the JDRF San Diego Board of Directors.

Assessment of the Incumbent Board Members

The Nominating Committee is responsible for profiling the current board members. They want to be sure that the San Diego board reflects the community's diversity.

The Nominating Committee should compile bios on all current board members. The purpose of this exercise is to see what the current San Diego board "looks" like. With this information, the committee can begin to identify areas in which are under-represented or over-represented. This will provide objective data and help guide decisions when determining who is to rotate off the board, who is to be nominated as an officer, and who is to remain in place as a board member.²¹

Conducting Informational Interviews²²

It is critically important for the Nominating Committee to meet periodically with incumbent board members to discuss and evaluate their performance and activity in the San Diego Chapter. Board members should be objectively evaluated against the San Diego Chapter's preference criteria.

Often times the evaluation of a current board member uncovers performance problems which must be addressed by the Nominating Committee. If the term of the board member in question is expiring, the committee may choose not to renominate the individual. However, if the board member is in the middle of his/her term, a meeting should be set up with the individual to discuss performance, to reinforce the job description and to clarify expectations. Hopefully this discussion will enable an inactive member to contribute more significantly in the future.

²¹ Adapted from JDRF Board Orientation Briefing Paper 2008.

²² Adapted from JDRF Board Orientation Briefing Paper 2008.

It is very important that no promises be made to incumbent board members in the interview/evaluation process. It is up to the full Nominating Committee, after all interviews of candidates and incumbents have been conducted and reviewed, to recommend renomination of a current member if his/her term is expiring.

Mid-Year Self-Evaluation

The Nominating Committee is responsible for distributing the JDRF Board Self-Evaluation Letter and the JDRF Board Self-Evaluation Form (For the letter, Self-Evaluation form and link to the online Google Self-Evaluation form, see Appendices G and H) to all board members mid fiscal year (December or January).

This process is designed to facilitate thoughtful reflection about how involved individual board members are in the organization as well as how they perform essential tasks and important functions.²³ The self-evaluation will cover the following areas: board meeting attendance, board committees, fundraising, government relations, and participation in other key areas in the San Diego chapter.

Annual Assessment Survey for Board Evaluation

The San Diego Chapter will conduct an annual evaluation of itself applying the following criteria: the level and quality of the board's participation in the JDRF San Diego Chapter's Core Programs and the Board's compliance with JDRF standards and policies for chapters and boards.²⁴

The board evaluation is devised for assessing performance and capacity in order to strengthen individual and organizational performance, enhance communication, improve productivity, and simulate development. It is intended to have a positive influence on JDRF's effectiveness by pointing to responsibility areas that need clarification, identifying gaps between actual and expected performance, and providing a context in which to discuss problems and the plans to do something about them.²⁵

The Nominating Committee is responsible for distributing the JDRF Board Assessment Survey Letter and the JDRF Board Assessment Survey (For the letter, JDRF Board Assessment Survey form and link to the online Google Board Assessment form, see Appendices I and J) to all board members at the end of the fiscal year (May or June).

²³ Board Source The Nonprofit Board Self-Assessment Process: Lessons From the Field. (Millesen & Lakey, 1999).

²⁴ Adapted from JDRF Core Standards For Chapter Boards.

²⁵ Board Source The Nonprofit Board Self-Assessment Process: Lessons From the Field. (Millesen & Lakey, 1999).

Appendix A

JDRF Board of Directors Board Binder Contents

The Board Binder contains all of the pertinent information the board member will need to understand JDRF's mission and structure.

The Nominating Committee and the Executive Director should work together to prepare the contents for the Board Binder to distribute to new members at the Board Orientation meeting. Extra Board Binders should be available for incumbent board members.

Board members should be encouraged to use this binder as a resource and to add information they accumulate throughout the year.

As an alternative to printing the large Board Binder, JDRF San Diego will have the Board Binder on CD as an option for board members.

The following is the table of contents and list of items that should be included in the JDRF San Diego Board Binder²⁶:

- I. JDRF Overview
 - JDRF's Mission Statement
 - JDRF Chapter Bylaws
 - JDRF Global Campaign Fact Sheets
 - JDRF Fact Sheets
 - JDRF International Board of Directors List and Committees
 - JDRF Organizational Chart and West Division Chart
- II. Diabetes Research
 - JDRF Research Report
 - Most Current Version of Research e-newsletter
 - List of San Diego Research Projects and Scientists
- III. Finance
 - Current Chapter Financials
 - Historical Chapter Financials (growth chart/income history)
 - Current Chapter Audit

²⁶ Adapted from JDRF Board Orientation Briefing Paper 2008. Information has been added to various sections of the list.

Appendix A

JDRF Board of Directors Board Binder Contents (Continued)

- IV. Board & Committees
 - Board Member Job Description
 - San Diego Board Roster
 - Board Member Expectations
 - JDRF Core Standards for Chapter Boards
 - JDRF San Diego Board Leadership Competency Framework
 - Code of Ethics
 - Chapter Committee Descriptions

- V. Government Relations (GR)
 - Summary of GR Program
 - New GR Structure Overview
 - U.S. Congressional District Representatives and U.S. Senators
 - Information on GR Letter Writing

- VI. Major Gifts and Planned Giving
 - Major Gifts Summary
 - Planned Giving Brochure

- VII. San Diego Chapter
 - Copy of Chapter's Strategic Plan
 - Chapter Calendar of Events & Meetings
 - Budgets and Information Summaries on Local Fundraising Events
 - Press Releases

- VIII. Empty Section for Meeting Agendas, Minutes and Notes

- IX. Binder Pocket
 - JDRF Annual Report
 - *Countdown* Magazine

Appendix B

JDRF Board of Directors Orientation Presentation Outline²⁷

The following is a suggested agenda:

- I. Welcome
- II. JDRF Information
 - JDRF History - National and San Diego Chapter
 - JDRF Facts
 - JDRF Brand
 - Efficiency Rating
- III. JDRF National Leadership
 - Chairman and Members of the International Board of Directors
 - Executive Staff
- IV. Goals of JDRF
 - Cure T1D
 - Treat – develop better cures
 - Prevent T1D
- V. JDRF Progress Over the Years
 - 2005 to Today
- VI. JDRF Research
 - Artificial Pancreas
 - Encapsulation
 - Beta Cell Regeneration
- VII. JDRF Government Relations
- VIII. JDRF Outreach

²⁷Adapted from JDRF Board Orientation Briefing Paper 2008. Information has been added to various sections of the list.

Appendix B

JDRF Board of Directors Orientation Presentation Outline (Continued)

- IX. National Programs
- X. JDRF Revenue by Program
- XI. Corporate Partners
 - National Partners
 - Local Partners
- XII. JDRF 360
 - The New CRM System
- XIII. JDRF Revenue History
 - Previous Fiscal Year Revenue By Program
- XIV. JDRF National Priority Programs (Revenue History)
 - Walk to Cure Diabetes
 - The Promise Ball (Gala)
 - Ride to Cure Diabetes
 - Major Donor
 - Team JDRF
 - Kids Walk to Cure Diabetes
- XV. Basic Chapter Structure
 - JDRF San Diego Leadership
 - Board Of Directors
 - Staff
 - Volunteer Staff Partnership

Appendix B

JDRF Board of Directors Orientation Presentation Outline (Continued)

- XVI. JDRF San Diego Events
 - Walk to Cure Diabetes
 - The Promise Ball
 - Ride to Cure Diabetes
 - Major Gifts

- XVII. JDRF San Diego Board Standards

- XVIII. JDRF San Diego Board Committees

- XIX. JDRF Board Officers

- XX. JDRF Local and Regional Structure
 - West Division Staff
 - JDRF San Diego Staff Names and Positions

- XXI. Chapter Budget

- XXII. Board Membership
 - What Makes an Effective Member

- XXIII. Your Role as a BOD Member
 - Support chapter and regional staff in achieving goals
 - Contribute to JDRF financially
 - Collaboratively engage new resources for JDRF
 - San Diego
 - Regional
 - National

- XXIV. Participate in JDRF Government Relations Efforts

Appendix B

JDRF Board of Directors Orientation Presentation Outline (Continued)

XXV. Your Role Day-to-Day

- Attend meetings and other events
- Serve on at least one committee
- Directly participate in major fundraising efforts
- Engage personal and professional connections
- Identify new volunteer talent for committees
- Support the Special Diabetes Program renewal activities in your state/district

XXVI. Chapter Calendar of Events

XXVII. Questions and Answers

Appendix C

JDRF San Diego Board of Directors Job Description²⁸

Title: Board Member

Accountable To: Board of Directors

Term: Two year terms, with a limit of three consecutive terms

Board governance is a process of providing leadership, direction and accountability. Active governance is imperative to the success of the JDRF San Diego Chapter. To be an effective governing Board, members are expected to provide strategic leadership by setting direction, making policy decisions, overseeing and monitoring organizational performance, and above all accountability for JDRF San Diego.

Members of the San Diego Chapter Board have three fundamental duties including: Duty of Care; Duty of Loyalty; and Duty of Obedience.

Duty of Care

The duty of care requires members of the JDRF San Diego Board of Directors to apprise themselves of all available information before taking appropriate action. Board members should strive to exercise judgment that prudent persons would exhibit in making informed decisions in the best interest of JDRF. In addition, board members should actively participate in board meetings where important decisions are to be made.

Duty of Loyalty

The duty of loyalty requires members of the JDRF San Diego Board of Directors to act in good faith and work in a manner that is in the best interest of JDRF, not the member personally. Board members should disclose situations which may present potential conflict with JDRF's mission. Also, board members should remove themselves from situations when they as individuals have a conflict of interest.

Duty of Obedience

The duty of obedience requires members of JDRF San Diego Board of Directors to be dedicated to the mission, goals and purposes of JDRF. Board members should comply with federal and state laws, rules, and regulations, as well as JDRF's bylaws and policies.

²⁸ Some of the description has been adapted from the Board Source Individual Board Members Responsibilities. Retrieved from <http://www.boardsource.org>.

Appendix C

JDRF San Diego Board of Directors Job Description (Continued)

Responsibilities:

- Be informed about the organization's mission, goals, policies, and programs.
- Attend San Diego Chapter board meetings, committee meetings, board retreats, planning sessions and the Annual Meeting.
- Review agenda and supporting materials prior to board and committee meetings.
- Serve on at least one JDRF San Diego Standing Committees.
- Fulfill the JDRF San Diego annual “give/get” requirement of at least \$5,000.
- Financially support JDRF’s fundraising programs to the best of his/her ability.
- Contributes to at least one major fundraising event by:
 - Working on an event committee
 - Giving a financial contribution to the event
 - Securing funds or services for the event
- Assists in developing a strong fundraising program within the San Diego Chapter.
- Network for the San Diego Chapter in the community and continually seek new resources for JDRF.
- Identify new volunteer leadership by suggesting candidates for the San Diego Chapter’s board and committees.
- Make certain that all San Diego Chapter decisions are made with consideration to JDRF’s best interest.
- Support JDRF’s Government Relations efforts at the San Diego Chapter level.
- Make contact with U.S. Congressional representative as directed by JDRF Government Relations Department.
- Ensure that the San Diego Chapter follows and supports Uniform Chapter Bylaws and rules, regulations, and policies prescribed by the JDRF International Board of Directors.
- Become a member of JDRF and renews on annual basis.

Appendix C

JDRF San Diego Board of Directors Job Description (Continued)

- Keep up-to-date on developments in the organization's field.
- Follow the Conflict of Interest and Code of Ethics policies.
- Refrain from making special requests of the staff.

Appendix D

JDRF San Diego Board of Directors Roles and Responsibilities²⁹

The International Board of Directors of JDRF serves as the governing body of the organization. The JDRF San Diego Chapter board provided volunteer leadership in the Mission to cure diabetes and is charged with supporting the goals and objectives of the local chapter.

The following are the roles and responsibilities of being a member of the Board of Directors of the San Diego Chapter.

Core Values

Exemplify the organizational core values of Integrity, Respect and Commitment to the Mission.

Board Meeting Attendance

Attend and actively participate in Chapter board meetings and the Annual Meeting.

Attend meetings/events where board presence is strategically important in supporting the Mission.

Board Committee Participating

Actively and effectively participate in at least one JDRF Committee (i.e. Walk Committee, Promise Ball Committee, and Major Gifts Committee).

Fundraising

Contribute and or raise a minimum of \$5,000 during the fiscal year. The fiscal year begins July 1 and ends June 30.

Attend and support the Walk to Cure Diabetes and/or The Promise Ball.

Leverage business and social networks and connections to support the Mission of curing diabetes.

Participation in Government Relations Activities

Generate at least two letters, telephone calls, or emails to your U.S. Congressional delegation on an-needed basis as recommended by the Government Relations Committee to solicit support for Federal diabetes-related research funding.

I understand and commit to the above roles and responsibilities of serving as a member of the Board of Directors of the JDRF San Diego Chapter.

Signed _____ Date _____

²⁹ Adapted from the 2008 JDRF Board Commitment Form and JDRF Core Standards For Chapter Boards.

Appendix E

JDRF San Diego Board of Directors Leadership Competency Framework³⁰

Core competencies identify behaviors and skills for all board leadership positions to carry out the mission and goals of JDRF.

Leadership Competencies

- Exemplifies the highest levels of personal commitment to JDRF, particularly the time commitment necessary to serve in a leadership position in the San Diego chapter.
- Meets and exceeds all board member expectations.
- Effectively communicates and advocates for the San Diego chapter and JDRF to all internal and external constituencies.
- Consistently provides vision and strategic leadership, insights and direction (i.e., helps chapter see and leverage present and future obstacles and opportunities).
- Balances drive and humility to understand diverse perspectives to help set a clear direction for the chapter.

Management Competencies

- Clearly understands the shared role of all Chairs (board/committee), in partnership with the Executive Director, as the key driving forces of activity at the San Diego chapter.
- Manages, motivates, and engages others to contribute towards the effectiveness and success of the organization.
- Provides support, advice, and mentoring to others, particularly volunteer leadership; responds in a timely and effective way to all inquiries and needs.
- Effectively works with their committee to take strategic goals into actionable priorities and operating plans and proactively evaluates progress against goals.

³⁰ Adapted from the JDRF Board of Directors Application Standards FY2009.

Appendix E

JDRF San Diego Board of Directors Leadership Competency Framework (Continued)

- Continually assesses one's own and group performance to ensure all are strategically positioned and skill-appropriate to deliver value.
- Possesses openness to be held accountable and strength to hold others accountable for responsibilities and results.

Partnership Competencies

- Understands and effectively leverages roles of and relationships with other JDRF partners (staff, board, chairs, committee members, donors, etc.).
- Works well in a team through open and effective communication.
- Listens well to others' ideas and effectively collaborates for the greatest benefit for the San Diego chapter.
- Is open to and embraces change, feedback, and critique from all JDRF partners and adjusts approaches accordingly.
- Knows when to "lead, follow, or get out of the way" and consistently employs the most appropriate in a given situation.
- Embraces larger view of chapter to synergistically integrate and coordinate with other chairs/programs.

Appendix F

JDRF Board of Directors

Board Orientation Participant Evaluation Form

Name: _____

1. Overall, how would you rate the board orientation you received?

____ 5 (excellent) ____ 4 (very good) ____ 3 (good) ____ 4 (fair) ____ 1 (poor)

2. Did you receive a Board Binder or Board Binder on a CD with the pertinent information you will need to understand JDRF's mission and structure?

3. Did the orientation provide you with a better grasp of your role as a Chapter Board Member? Please explain why or why not.

4. What did you particularly enjoy or feel was most helpful about the orientation?

5. How can the orientation be improved next year?

6. Do you have any additional questions or information that we can provide?

7. Other Comments:

Please use the link below to access this survey in Google Forms:

<https://docs.google.com/a/sandiego.edu/spreadsheet/viewform?formkey=dHRVY2MyZ1NvTzlhC1diRmU1TlZzQ0E6MQ#gid=0>

Appendix G

JDRF Board of Directors Self-Evaluation Letter³¹

Date

Dear Board Member:

The Nominating Committee is beginning the process of evaluating our current Board of Directors in order to assess our needs for future board members.

The first step in the process is for each board member to complete the Board Member Self-Evaluation form. It is very important that you are candid in this evaluation and that you thoughtfully consider each question asked.

Please complete the form and add any additional information which may be helpful to the Nominating Committee in their deliberations. Return this form to _____ by

_____.

Thank you for your assistance in helping us to evaluate our current performance and future board needs.

Sincerely,

Name

Nominating Committee Chair

³¹ Adapted from the JDRF Nominating Briefing Papers 2008.

Appendix H

JDRF Board of Directors Self-Evaluation³²

Name _____

Board Meeting Attendance

I have attended the following board meetings (Please check all that apply):

____ September 12, 2012 ____ October 17, 2012
____ January 16, 2013 ____ March 27, 2013
____ FY14 Annual Meeting (will attend)

Board Committee Participation

During Fiscal Year 13 (July 2012 – June 2013) I have participated in the following committees:

Committee _____ Number of meetings attended _____

Committee _____ Number of meetings attended _____

Committee _____ Number of meetings attended _____

Fundraising

The Board of Directors has an annual “give/get” requirement of at least \$5,000.

Are you aware of the “give/get” requirement for the San Diego chapter?

³² Some of the questions in this evaluation were adapted from the following: 2008 JDRF Board Commitment Form; JDRF Core Standards For Chapter Boards; and Mid-Atlantic Board Member Survey - Expectations-Driven 2010.

Appendix H

JDRF Board of Directors Self-Evaluation (Continued)

This year, I personally contributed \$ _____ to the JDRF Mission to Cure diabetes and its complications.

This year, I obtained \$ _____ of financial support for the Mission through fundraising activities, acquisition of new corporate sponsorship and/or acquisition of needed in-kind donations which decrease JDRF expenses.

I have attended/will attend the following JDRF Events:

- | | |
|---|---|
| _____ Walk to Cure Diabetes Kickoff (SD) | _____ Walk To Cure Diabetes (SD) |
| _____ Walk to Cure Diabetes Kickoff (Lake Elsinore) | _____ Walk To Cure Diabetes (Lake Elsinore) |
| _____ The Promise Ball Preview Event | _____ The Promise Ball |
| _____ Chapter Awards | _____ Family Day |
| _____ FY14 Annual Meeting (will attend) | |

This year I have financially supported the following JDRF Events:

- | | |
|----------------------------------|---|
| _____ Walk to Cure Diabetes (SD) | _____ Walk To Cure Diabetes (Lake Elsinore) |
| _____ The Promise Ball | _____ Family Day |
| _____ Ride to Cure Diabetes | _____ Major Gifts Campaign |
| _____ Chapter Awards | |

Participation in Government Relations Activities

I have generated _____ letters, telephone calls, or emails to his or her U.S. Congressional delegation on an-needed basis as recommended by the Government Relations Committee to solicit support for Federal diabetes-related research funding.

- ☐ I am a registered JDRF Advocate and actively participate.
- ☐ I am a registered JDRF Advocate but have not been able to participate.
- ☐ I am currently not a registered JDRF Advocate.

Appendix H

JDRF Board of Directors Self-Evaluation (Continued)

Nominating

I have nominated _____ candidate/s for the JDRF San Diego Board of Directors.

I have brought _____ new non-board volunteer/s into JDRF San Diego each year.

JDRF San Diego aims to have a highly effective board where each member has a high impact on our ability to support the Mission of curing diabetes and its complications.

On a scale of 1 to 10 (1= Ineffective and 10 = Highly Effective), please rate thee following statements.

How would you rate our board's ability to support the JDRF Mission in FY13?

1 2 3 4 5 6 7 8 9 10

How would you rate you're performance as a board member in support of the JDRF Mission in FY13?

1 2 3 4 5 6 7 8 9 10

Please indicate the extent to which you agree with the following statements.

I am familiar with the JDRF Uniform Chapter Bylaws.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

I am knowledgeable about the organizations major programs and services.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

Appendix H

JDRF Board of Directors Self-Evaluation (Continued)

I have a good working relationship with other board members and the Executive Director.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

I prepare for and participate at board meetings, as well as other activities of the organizations.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

I willingly volunteer and use my special skills to further JDRF's Mission.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

I complete all assignments in a responsible and timely manner.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

I advise and assist the Executive Director when my help is requested.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

Appendix H

JDRF Board of Directors Self-Evaluation (Continued)

I feel I am heard and considered when I give my opinions and views.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

I find serving on the board to be a satisfying and rewarding experience.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

In regard to fundraising in FY2014, I will be focusing on:

- ☐ The 2013 Walk to Cure Diabetes
- ☐ The 2014 Promise Ball
- ☐ Both

During FY13, I feel that my greatest contributions to JDRF have been:

In the future, I would like to contribute to JDRF in the following ways:

Would you be willing to serve as Chair of a Committee? Please be specific.

Appendix H

JDRF Board of Directors Self-Evaluation (Continued)

If your two year term expires this year, do you wish to be considered for another two year term on the JDRF Board?

If yes, are you able to fulfill the responsibilities of a Board member including: Actively participating on a committee, meeting or surpassing the \$5,000 annual give/get objective and attending at least 75% of the Board meetings?

Signed _____ Date _____

Please return to _____, Co-Chair Nominating Committee, at _____.

Please use the link below to access this survey in Google Forms:

<https://docs.google.com/a/sandiego.edu/spreadsheet/viewform?fromEmail=true&formkey=dE9pTTlhMjRuMTFMcEM5M2hlcm8yRHc6MQ>

Appendix I

JDRF Board of Directors Board Assessment Letter³³

Date

Dear Board Member:

The Nominating Committee is beginning the process of evaluating our current Board of Directors in order to assess our needs for future board members.

We are asking board member to complete the Board Assessment Form. It is very important that you are candid in this evaluation and that you thoughtfully consider each question asked.

Please complete the form and add any additional information which may be helpful to the Nominating Committee in their deliberations. Return this form to _____ by

_____.

Thank you for your assistance in helping us to evaluate our current performance and future board needs.

Sincerely,

Name

Nominating Committee Chair

³³ Adapted from the JDRF Nominating Briefing Papers 2008.

Appendix J

JDRF Board of Directors Board Assessment Survey³⁴

Name _____

1. I have been a board member for:

- ☐ Less than 1 year
- ☐ 1-2 years
- ☐ 2-7 years
- ☐ 4-6 years

VALUES, PURPOSE AND DIRECTION

Please indicate the extent to which you agree with the following statements.

2. San Diego board members clearly understand the mission and programs of JDRF.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

3. Board members are familiar with the JDRF Uniform Chapter Bylaws.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

³⁴ Some questions in this survey have been adapted from the following: JDRF Board Effectiveness Evaluation 2008; JDRF Core Standards For Chapter Boards; Mid-Atlantic Board Member Survey - Expectations-Driven 2010; An Assessment Tool for Creating, Managing and Nurturing Effective Boards of Directors (Shear, 2012); Self-Assessment for the Board. (Nonprofit Management Solutions, n.d.). Retrieved from <http://www.npsolutions.org> and Board Source The Nonprofit Board Self-Assessment Process: and Lessons From the Field. (Millesen & Lakey, 1999).

Appendix J

JDRF Board of Directors Board Assessment Survey (Continued)

4. The board regularly reviews JDRF policies, procedures, and bylaws.
 - ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree

5. The board monitors financial performance and projections on a regular basis.
 - ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree

6. The board takes advantage of the budget process to consider the most effective allocation of limited resources.
 - ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree

7. The board receives financial reports on a regular basis that are understandable, accurate, and timely.
 - ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree

Appendix J

JDRF Board of Directors Board Assessment Survey (Continued)

8. Board members receive clear and succinct agendas and supporting material sufficiently prior to board and committee meetings.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree
9. Please list the Core Programs of JDRF San Diego.

Please use this space for any additional comments/feedback on the above section.

BOARD COMMITTEES

Please indicate the extent to which you agree with the following statements.

Please use this as reference. The following committees are required for all JDRF chapters:

- Executive Committee
 - Nominating Committee
 - Program Development (Fundraising)
 - Government Relations
10. Committee chairs are actively and effectively driving and leading the work of their committees.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree

Appendix J

JDRF Board of Directors Board Assessment Survey (Continued)

11. Each standing committee has a stated purpose and an annual plan of work.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

Please use this space for any additional comments/feedback on the above section.

BOARD OFFICERS

Please indicate the extent to which you agree with the following statements.

12. The right people are in the right roles on the board.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

13. Please list the names of the board members who held the following FY__ JDRF leadership positions:

- ☐ President _____
- ☐ Secretary _____
- ☐ Vice President of Development _____
- ☐ Treasurer _____
- ☐ Government Relations Chair _____
- ☐ Nominating Committee Chair _____

Please use this space for any additional comments/feedback on the above section.

Appendix J

JDRF Board of Directors Board Assessment Survey (Continued)

SUCCESSION PLANNING

Please indicate the extent to which you agree with the following statements.

14. The board has an established succession plan for the Board Officer positions.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree

Please use this space for any additional comments/feedback on the above section.

NOMINATING PROCESS

Please indicate the extent to which you agree with the following statements.

15. Board members and volunteers are appropriately recruited.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree
16. The board has an effective process to identify the qualifications and expertise that new board members should bring to the organization.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree

Appendix J

JDRF Board of Directors Board Assessment Survey (Continued)

17. The Nominating Committee follows JDRF's standards for composition and purpose as stated within the bylaws.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

18. The board has policies are in place to support volunteer recruitment, retention and recognition.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

19. The board currently contains an appropriate range of expertise and diversity to make it an effective board, representative of the community.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

Please use this space for any additional comments/feedback on the above section.

BOARD ORIENTATION

Please indicate the extent to which you agree with the following statements.

20. Board members and volunteers are appropriately oriented.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

Appendix J

JDRF Board of Directors Board Assessment Survey (Continued)

21. The board provides new member with a comprehensive orientation to board responsibilities, the organization's programs and services, and administrative procedures.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

22. Board members and volunteers are appropriately mentored.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

Please use this space for any additional comments/feedback on the above section.

BOARD EVALUATION

Please indicate the extent to which you agree with the following statements.

23. The board regularly assesses its own work.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

24. There is a method for evaluating the board and the organization on a regular basis.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

Appendix J

JDRF Board of Directors Board Assessment Survey (Continued)

Please use this space for any additional comments/feedback on the above section.

STRATEGIC PLANNING

Please indicate the extent to which you agree with the following statements.

25. The board periodically engages in a strategic planning process that helps it consider how the organization should meet new opportunities and challenges.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree
26. The board has a strategic vision for the organization.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree
27. The board has a strategic vision of how the organization should be evolving over the next three to five years.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree

Appendix J

JDRF Board of Directors Board Assessment Survey (Continued)

28. The board focuses much of its attention on long-term significant policy issues rather than on short term administrative matters.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

Please use this space for any additional comments/feedback on the above section.

BOARD ENGAGEMENT

Please indicate the extent to which you agree with the following statements.

29. Chapter board members are clear about expectations and roles.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

30. The board has a clear policy on the responsibilities of board members and fundraising.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

31. Board members follow through on commitments they have made as board members.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

Appendix J

JDRF Board of Directors Board Assessment Survey (Continued)

32. Board members are engaged in at least one of JDRF's Core Programs: Walk to Cure Diabetes, The Promise Ball and Major Giving.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

33. Board members are appropriately involved in board activities.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

34. Board members are adequately knowledgeable about JDRF's national and local programs.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

35. Board members understand the role that volunteers play in the organization.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

36. Board members act as ambassadors to the community on behalf of the organization.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

Appendix J

JDRF Board of Directors Board Assessment Survey (Continued)

37. The board understands the fundraising strategy for the organization.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree
38. Board members actively ask others in community to provide financial support to the organization.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree
39. The board knows the strengths and weaknesses of each major Core Program: Walk to Cure Diabetes, The Promise Ball, and Major Gifts.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree

Please use this space for any additional comments/feedback on the above section.

BOARD RELATIONSHIPS

Please indicate the extent to which you agree with the following statements.

40. The JDRF staff/volunteer partnership works well and is effective at the chapter.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree

Appendix J

JDRF Board of Directors Board Assessment Survey (Continued)

41. Board members understand the respective roles of the board and staff.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree
42. A climate of mutual trust and respect exists between the board and Executive Director.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree
43. A climate of mutual trust and respect exists between the board and volunteers.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree
44. A climate of mutual trust and respect exists between staff and volunteers.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree
45. Ongoing education components are offered at board meetings throughout the year.
- ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly agree

Please use this space for any additional comments/feedback on the above section.

Appendix J

JDRF Board of Directors Board Assessment Survey (Continued)

OPEN-ENDED QUESTIONS

46. What information whether about the organization, the field, nonprofit management or nonprofit boards – would you like to get to help you become a better board member?
47. In what ways, if any, can the national organization and/or regional staff more effectively support the San Diego Chapter to achieve its goals?
48. What would be the most effective way for the board to communicate with each other between meetings?
49. What suggestions/questions do you have for the board President and/or the Executive Director about the board, your own role, or any other aspect of the organization?
50. Please list any additional feedback or areas of concern.

Please return to _____, Co-Chair Nominating Committee, at _____.

Please use the link below to access this survey in Google Forms:

<https://docs.google.com/a/sandiego.edu/spreadsheet/viewform?fromEmail=true&formkey=dHh3YVNTV2p4Q0hzZ1p3NDFlc0FmWnc6MQ>

Appendix K³⁵

JDRF Board of Directors

Year-Round Approach to Board Development

July-September:

- Develop a plan and timeline for the fiscal year
- Build the Nominating Committee by working with the board & staff
- Work with staff to hold a Board Orientation meeting for new members
- Distribute orientation evaluation to new board members
- Assign a seasoned board member mentor to each new member, to include monthly check-in as needed to determine needs
- Hold a “social hour” with a meet-and-greet socializing opportunity for new and returning Board Members
- Assist each new member to find an appropriate committee to join matched to skills and interests
- Promote initial succession planning and mentoring for each leadership position.

October-December:

- Identify strategic and tactical needs for the organization
- Identify current gaps to fill on the board
- Begin candidate identification with board
- Review past Nominating Committee records
- Nominating Committee Chair makes a presentation at a board Meeting to solicit input and give overview of the timetable and needs
- Actively work with board members to build initial candidate list
- Review community resources for additional nominees
- Promote active mentoring of likely successors for each leadership position
- Prepare Board recruitment materials

³⁵ Adapted from the JDRF Nominating Outline 2010.

Appendix K

JDRF Board of Directors

Year-Round Approach to Board Development (Continued)

January-March:

- Assess and evaluate individual and board performance, roles, and leadership using the mid-year Self-Evaluation form
- Begin initial recruitment of new board members
- Identify, assign top prospects to individual Nominating Committee members
- Begin candidate interviews

April-June:

- Complete recruitment and vetting of candidates
- Each board member is met with by a Nominating Committee member to discuss efficacy of involvement, additional needs to support engagement, and interest in future leadership role
- Assess and evaluate the board performance as a whole using the Board Assessment form
- Review the feedback from the Board Assessment Board with the entire board
- Work with Executive Committee to address any accountability issues on current board
- Nominating Committee works with the President and Executive Director to select the officers to be recommended to the board for election
- Select board slate to recommend to the membership for vote at the Annual Meeting
- Contact candidates and confirm nominations
- Contact candidates not recommended for board positions to invite them to serve on a committee, if appropriate
- Annual Meeting date confirmed to be held by June 21
- Notice of Annual Meeting sent out to membership with board slate and bios
- Membership elects board at the Annual Meeting
- Retire applicable board members
- Board elects officers, including the Nominating Chair, either at Annual Meeting or first board meeting of fiscal year

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